

Terms of Reference

Localisation of HelpAge International Ukraine

Background and rationale

HelpAge International is a global non-profit organisation that works to improve the lives of older people around the world. We work through the HelpAge global network, an alliance of organisations committed to the wellbeing, dignity and voice of older people. The organisation was founded in 1983 and [the global network](#) has 199 global members in 98 countries.

Localisation - HelpAge is strongly committed to the localization of aid. In HelpAge International, the term “Locally Led Development” is used to mean humanitarian and development projects being designed and delivered by national or local organisations which are led and governed within countries, instead of international organisations. As set out in the 2030 Strategy, working with others is central to HelpAge International strategy over the next decade. Through the core functions of Supporter, Convener and Thought leader, HelpAge will support local ‘agents for change’ – network members (NMs) or other partners – in achieving their missions. Localisation for HelpAge will require a significant transformation of the organisation, but the most visible shift will be to locally led programming in countries where HelpAge International currently has country offices.

Overview – HelpAge Ukraine Country Programme: HelpAge International has been operating in Ukraine since November 2014 when conflict broke out in the east of the country. Ukraine is experiencing what has been described as the world's oldest humanitarian crisis, with a quarter of its population, or 8.9 million individuals, over the age of 60. This demographic is disproportionately impacted by the crisis, facing increased difficulties in accessing essential services and items. HAI is providing support to protect older people from violence, abuse and neglect, and help to reduce psychosocial distress caused by the conflict.

HelpAge often are the “go to” agency for peer NGOs and UN agencies on ageing issues and we provide advice and technical input at local and national levels. We do coordinate the Age and Disability Technical Working Group (ADTWG) which has been the main forum for us to promote issues of older people to other humanitarian actors. In addition, HAI takes part in the multi-sectoral coordination meetings with OCHA, WFP, UNICEF, UNHCR, and other humanitarian partners operating in all oblasts where we work and the relevant state ministries and departments, thus securing program support and information sharing. Based on our participation in the above platforms, we report the activities in Ukraine on a quarterly basis using the tools provided by the clusters. Through publishing research and our involvement in the ADTWG, each year we contribute to the development of the Ukraine HRP. HelpAge International is also an active member of the Humanitarian NGO Platform and contribute towards

regaining humanitarian space, improving coordination among the government and non-government entities and enhancing the role of civil society through ADTWG. We are also closely observing the current changes in the humanitarian architecture which will help us to place our national and local partners as required.

Exit Strategy: HelpAge's approach to exit strategies especially in complex emergencies is focused through the lens of sustainability, independence and localisation. In line with these guiding principles, HelpAge has designed programmes with input from the affected communities and local partners who HelpAge have worked with to build their capacity in inclusion so that a smooth transition at the end enhances their future in the community. HelpAge has almost a decade of work in Ukraine which has enabled it to have strong coordination and support from local authorities which we have found strengthens our handover / exit strategy.

In terms of programme priorities, we are delivering:

- Community-based protection through Community Safe Spaces (CSS), Home Based Care (HBC), community-led Mental Health and psychosocial support (MHPSS), case management support.
- Initiating research on Integrated Care of Older People (ICOPE) with the intention of supporting the implementation of comprehensive support to older people.
- Continued emergency response through MPCA, NFIs (Non-Food Items) (hygiene kits, dignity kits), winterisation support.
- Support/advocate for the reform of health care and social care systems.
- Continue to promote & support the inclusion of older people in the process of rebuilding Ukraine, with a focus on strengthening older people active engagement in the change process.

Purpose of the assignment

The purpose of the consultancy is to work with the Ukraine country team in preparation of a localisation recommendation which provides a detailed assessment of the local context, environment, stakeholder views and capacities, legal and institutional frameworks, opportunities, and constraints, which will provide rigorous evidence to guide decision making on the direction for localisation in the country and the plans in place to transition to locally led development in the country.

Methodology and specific tasks for the consultant

This assignment is both home and field-based engagement and travel to field areas in Ukraine is non-negotiable.

- Review documents provided by HelpAge, including country programme/structure. As needed throughout the consultancy, join calls with HelpAge at key points to discuss evolution of the context and the consultant's work.
- Conduct online interviews with members of the HelpAge team and other stakeholders, as identified by the Ukraine Country Director and Localisation

Manager, including international and national staff in Ukraine and global staff dealing with Localization process and relevant external stakeholders.

- Support the analysis of assessment findings and facilitate the decision-making process at country level.
- The consultation will engage partners, network members, government agencies, experts in the field including lawyers, donors and local civil society.
- The consultant will clarify the legal frameworks and timelines for the different localisation models and the implications of status change on institutional arrangements and human resources.
- The consultant will support the team to identify/ validate and analyse the assessment findings as well as external and internal risks of localisation in the context of Ukraine.
- The consultant will facilitate a country level workshop to identify the circumstances, pathways and possible localization options that are anchored in and aligned with the Ukraine context and in-country Theory of Change.

Specific tasks

1. Work closely with the HelpAge country team and the (global) localisation team, to plan and execute the external review and consultation with key stakeholders. Stakeholder to be listed together with HelpAge in Ukraine and the Localisation team members.
2. Review relevant HelpAge and external documents related to country context on its global strategy, ageing, civil society, government strategies etc, including:
 - Updating the country Legal Framework and validating the ageing, civil society, and government strategic context.
 - Verifying priorities, opportunities, and constraints for the ageing agenda in Ukraine that the selected localization model should continue working on.
4. Undertake an analysis of the capacity and ambitions of civil society organisations (including network members, partners and the Country team) for locally-led development and the advancement of the ageing agenda in Ukraine.
5. Review and verify inputs from the country team through the consultant's own assessment supported by an impartial and objective analysis; compile all assessment findings, including inputs from team and outcomes from own consultation and desk work, in the provided localisation plan template; identify options for locally-led development to be discussed during the country level workshop.
5. Facilitate the country-level workshop with Country team and Localisation team.
6. Facilitate the production of a suitable recommendation on a locally-led development option in the Ukraine context, including rationale and risk assessment derived from the country level workshop.
7. Feedback findings of consultations and reviews to the local and relevant global teams.
8. Support the country team to finalise the localisation narrative template.
9. Make suggestion on the development and implementation of the transition plan.

Deliverables

1. The assessment report including main findings of the process:
 - Assessment report, including methodology, inputs from the country team and main findings of the consultation with stakeholders
 - Key informant interview list
 - Documents reviewed list
2. Summarize key assessment findings in the provided localisation plan template
3. Country workshop report (discussions, outputs, list of participants and conclusion)
4. Written summary of recommended localization option(s), including rationale
5. Written recommendation on the implementation of the transition plan for the recommended option(s).
6. Risk assessment for the recommended option(s)
7. Feedback meeting with relevant Localisation team members, Director of Global Impact and the Country SMT
8. Soft copy of all documents

Duration and timing

The assignment will take place from 1st July to 30th September 2025 (Max 22 Working Days).

1 st July to 15 th July	<ul style="list-style-type: none">• Induction, desk review, methodology discussion, Prep of tools etc	3 days
15 th July to 5 th August 2025 (Ukraine)	<ul style="list-style-type: none">• Internal consultations with HAI, Ukraine staff• Meeting with Govt and CSOs• Meeting with Partners• Meeting with other INGOs, UN etc	9 days including travel
1 st Aug to 15 th Aug	<ul style="list-style-type: none">• Consolidation and Preparation of First draft	3 days
16 th Aug to 23 rd Aug	<ul style="list-style-type: none">• Feedback from HAI that includes internal workshop (virtual) with key functions/Working group by consultant to share draft assessment report and summary of recommended model(s) including rationale and risk assessment.	2 days
24 th Aug 31 st Aug	<ul style="list-style-type: none">• Consultation Workshop to share findings and	3 days including travel

	<p>suggested models with evidence and recommendations for discussion in Ukraine.</p> <ul style="list-style-type: none"> • Agreement on most suitable option 	
1 st Sept to 15 th Sept	<ul style="list-style-type: none"> • Completion of the final assessment report based on the feedback from workshop • Workshop report with proposed option 	2 days

Qualifications of Consultant

HelpAge anticipates hiring an individual Consultant, but applicants may also be teams or organizations (e.g. firms or academic bodies). HelpAge is looking for the following qualifications:

Essential

- Degree(s) in an area relevant to the nature of the study
- Demonstrable experience conducting similar assignments
- Thorough understanding on Grand Bargain Commitments, Localisation Agenda and Global trends on localisation.
- In-depth knowledge of social development issues in Ukraine / Eastern Europe, including policy advocacy and community-based operations
- Professional background demonstrating a clear understanding of organisational development and strategic planning, through training or practical experience
- Clear understanding of the NGO sector in international development and the rationale and options for localizing operations
- Strong workshop facilitation skills and workshop planning experience
- Exceptional analytical and planning skills
- Participatory style
- Strong verbal/writing skills in English with a clear, simple communications style

Desirable

- Knowledge of current trends in the international NGO sector and development aid
- Hands-on experience establishing or advising a local NGO or other organization
- Knowledge of issues related to ageing and older people
- Preference will be given to consultants from Ukraine or experience with Ukraine context.

Ethics, Safeguarding and Code of Conduct

The consultant will be working on behalf of HelpAge and will be required to sign and adhere to the Safeguarding Policy and ethical guidelines. The consultant will assure the participants the confidentiality and will assure the visual data is protected and used for agreed purpose only. As regards the documentation, the title rights, copyrights, and all other rights of whatever nature in any materials used or generated under the provisions of this consultancy will exclusively be vested with HelpAge International.

Safeguarding

Everyone has a role in creating and sustaining a safe and respectful working environment, where no one comes to any harm or is maltreated. At HelpAge we take our responsibilities very seriously and will take action against wrongdoing. We will do everything we can to ensure that we do not engage people that pose a safeguarding risk and will undertake criminal record checks as required.

Diversity & Inclusion

HelpAge International is dedicated to creating a diverse and inclusive environment for all its employees/consultants while extending the culture of inclusion into our work.

We believe that our workforce should reflect the wide diversity of the communities we serve, and that diverse voices should be elevated and intentionally integrated into our work. We embrace difference and diversity of identity, experience, and thought, and actively strive for inclusive behaviours across our organization and work regardless of gender, race, disability, age, nationality, ethnic/national origin, sexual orientation, religious beliefs, marital status, pregnancy, social status, and political beliefs.

How to apply:

Interested and experienced consultants/firms should express their interest by submitting the information below to jobs@helpage.org not later than the deadline **Sunday, 15 June 2025**. The EOIs should have:

- **Technical proposal** (maximum 3 pages) including: brief explanation about the consultant/s with emphasis on previous experience in this kind of work; profile of the consultant to be involved in undertaking the consultancy, understanding of the TOR, the study methodology, key contacts from similar work carried out.
- **Financial proposal:** The financial proposal should provide cost estimates for services rendered including professional fees (daily rates x number of days) and any other costs to carry out the assignment.

Selection of the Consultant will be by a panel and based on the experience of the Consultant, the quality and relevance of the expression of interest, and the proposed budget (i.e. value for money, within resources available).

Note: Interviews will be held on rolling basis therefore early expressions of interests are encouraged. Only shortlisted candidates will be contacted.